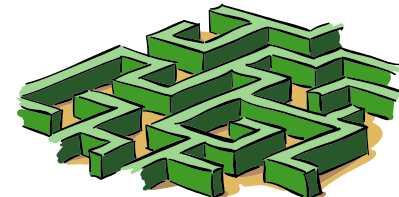


How We Started Our Process Improvement Effort & Took Off Running

Thomas Neff, Process Manager

- MTC Technologies, supporting:
- Defense Threat Reduction Agency



Background

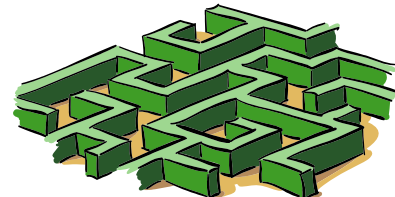
I have 15 years' experience in process improvement

I retired from DTRA in 2004

MTC saw my resume, having keyed in on my DTRA experience

MTC had heard DTRA talk about wanting to do things better

A job was created for me



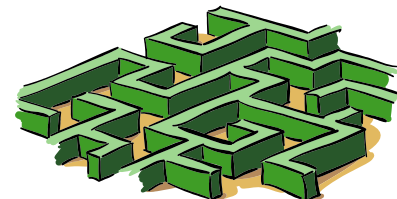
1. Start with customer needs

The first thing needed was improvement of financial processes

Initially Project Managers thought I was a nuisance

Then they learned to tolerate me

Finally they saw the value in what I was doing



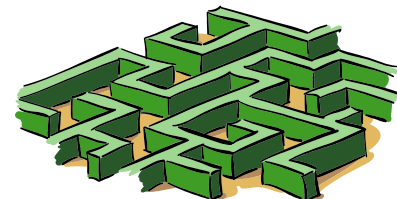
2. Create “tools” & processes

CAL (Contract Assets Library)

Burn Rate Analysis spreadsheet

Identified roles and procedures

Cut job of 3 down to 2



3. Create processes

PAL (Process Assets Library)

Low hanging fruit

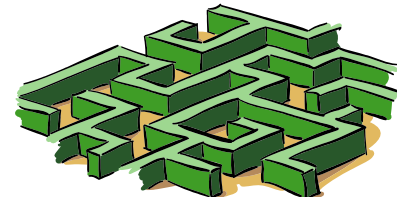
- In/Out processing
- E-filing
- Travel

Look at local procedures

Look at CMMIs

Look at CMMs

Look elsewhere

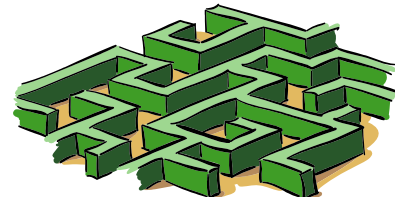


4. Form *PIT*

Two heads are better than one.

Two cheerleaders can build a frenzy better than one.

Now it's not always “what YOU are doing to us”



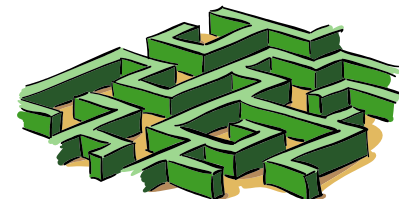
5. Create *PIT-e-Full*

If a tree falls in the woods and no one is there to hear it, did it make any noise?

Ditto with Process Improvement, unless anyone knows about the processes and the improvements, nothing's been improved

Cheap and easy publicity via an electronic newsletter.

- Takes maybe 6 work hours to create it.
- Process Manager does 4 hours.
- Sent after each PIT meeting.



6. *Write SOIs from CMM(I)*

SOI is primarily POLICY.

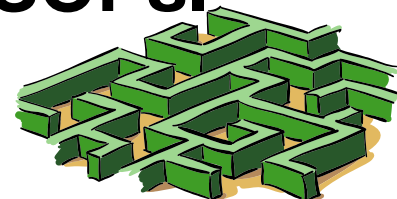
Wrote an SOP on how to write an SOI from the CMMI (or CMM).

2-step process:

- Cut and paste
- Replace SEI-lingo with your organization's terms.

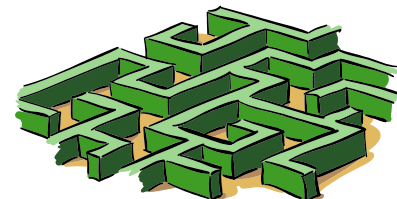
Most work done by process manager (me).

Each SOI is implemented by 1 or more SOPs.



7. Involve the SEI or other expert

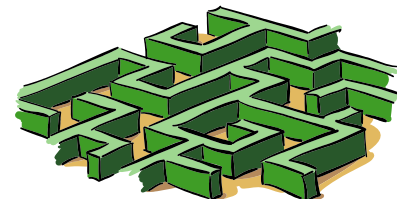
**A prophet is always scorned in his home town.
I know you and you're no Einstein.**



8. Test it out (Pilot)

Two types of pilots

- First, we piloted the CMMI-ACQ for SEI
- Second, we chose a project about to get started and followed it through its lifecycle.



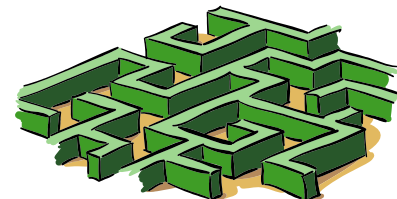
9. *Write SOPs*

Each SOP implements 1 or more SOIs.

SOPs much harder than SOIs.

Rarely written by Process Manager.

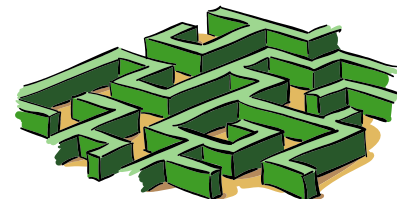
Process Manager must keep the heat on to get people to finish their SOPs



10. Process, Process, Process

We have a series of processes on how to write, approve, and train a process.

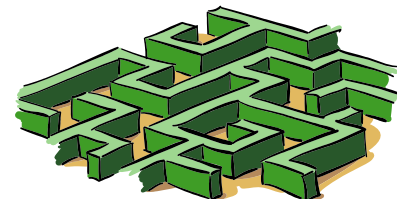
You'll be the object of many jokes but that's OK, at least people are talking about processes!



11. Include non-PIT members

Lifecycle Models Team – We specifically included non-PIT members on the team

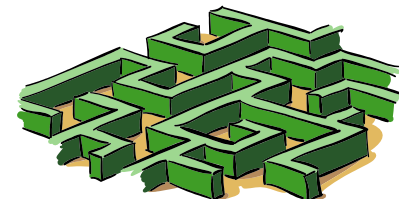
- We now have 2 more cheerleaders
- We used a broader view of business
- It's now viewed as what “we” did vice what the PIT did to us.



12. Include outsiders

The slow road: Don't include anyone outside your small world. Eventually others will see what you're doing and want some of it.

The faster road: Include others so that they can actively take what you're doing and encourage the use of at least some of it in their areas. That will greatly speed up the adoption across the enterprise.

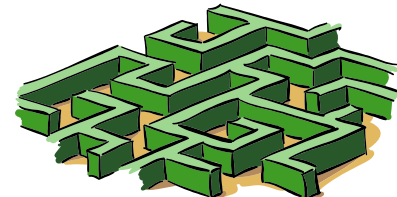


13. Have Management Set Priorities

Some items are no brainers.

Others are a toss-up. Let management choose those priorities. That will provide these benefits:

- Management feels involved.
- Workers see it's management that's driving, not some process freaks.



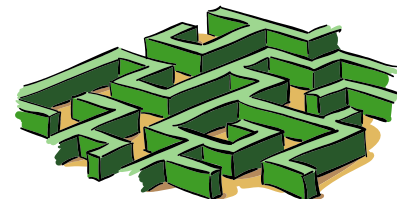
14. Encourage management to speak often about CPI

Unless the rank-and-file members hear such things from their leaders' lips, all CPI efforts will fall on deaf ears.

Ways to have management emphasize CPI:

- A 1-liner at weekly staff meeting
- 3-5 minutes at monthly meeting
- Occasional article in newsletter

Don't leave this to chance. Make it happen.



15. Lessons Learned

No bad place to begin.

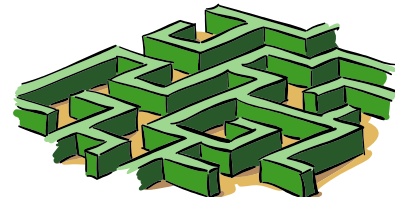
How much time will it take?

“Buy” support if needed.

Toot your own horn.

‘Perfect’ is the enemy of ‘good enough’!

Support from management is KEY.



Questions?

Tom Neff

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